

Pacific Rising
2008-2015



Values and Aspirations

The University of the Pacific has a long tradition of innovation and educational excellence. Pacific is unique in higher education given our wide range of high quality programs and varied disciplines across nine colleges and schools in a smaller, more personal environment. The distinctive learning opportunities that this provides will form a base on which we grow our reputation. To aid this, the University continually engages in dynamic planning and periodically generates a document to reaffirm the mission, refresh the vision, and map out strategic directions. This document reflects the shared work of the University community and articulates our mission, core values, aspirations, and commitments. We, the Pacific community, believe that this vision will create a harmony of purpose for all University members and guide our collective efforts.

The University of the Pacific's mission is to provide a superior, student-centered learning experience integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.

Pacific's mission is realized through the following CORE VALUES. They are behind everything we do and cannot be compromised. They are stated to be inclusive of the entire University community from undergraduate to graduate and professional students, from staff to faculty, from alumni to friends.

Passion for teaching and learning - We share enthusiasm for discovery; our active pursuit of scholarship, creative expression, and new perspectives enlivens learning. Meaningful and measurable learning remains preeminent to teaching. **Learner focus** - Our environment is inspired by the needs of the learner as we create rigorous experiences that respond to individuals' strengths and interests. We ensure that students are at the center of our work; everything we do focuses on developing their full potential. **Relationship based learning** - We foster meaningful relationships through close interaction among learners and teachers to create powerful learning. **Whole person education** - We are concerned with all aspects of growth and development, seek the integration of curricular, co-curricular, and post-curricular activities, and take pride in our accomplishments. **Responsible leadership** - We develop leaders who effect positive change. Through diverse learning experiences, we cultivate the knowledge and skills to become ethical leaders in career and community and to understand the economic, social, and environmental impacts of our efforts. **Community engagement** - We have a deep consciousness of the world around us, and as a part of a multitude of communities, join together with them to serve and to learn. These partnerships create a synergy which raises the achievements of both the communities and the University.

As FOUNDATIONS to our work, the following underlie Pacific's success. We cannot exist without them, but they are not why we exist.

Financial stability allows Pacific to invest in excellence and *integrity* allows us to act with honor and virtue. Our *safe and beautiful campuses* provide attractive environments for learning. We are a community based on *mutual respect* that treats each individual with dignity and appreciates the contributions of each member. We foster relationships among faculty, staff, and students as *shared governance* strengthens institutional decisions. We use the processes of *program review and accreditation* to strengthen programs and to learn more about how best to teach, learn, and provide services. Through *accountability and assessment* we seek to understand the effects of our actions and share the results with our constituents and communities. The *application of technologies* allows us to improve our processes, maintain integrity in university records, communicate more fully, and enhance the learning environment.

Pacific, where innovation is tradition.... While never wavering from our traditions and core values, we know that ASPIRATIONS help us articulate our vision for the future. These aspirations will guide students, staff, faculty, and alumni as we strive for excellence.

We aspire to broaden our culture of **innovation**, exploration, and creativity. Complex problems often require multidisciplinary approaches to solutions and **collaborative learning** will bring together our teacher/scholars and students from different disciplines to find meaningful answers. We will support our **teacher/scholar community** so our vibrant scholars, researchers, and artists continue to bring distinction to themselves and the University. We will more fully **integrate liberal and professional learning** and will balance skills, knowledge, integrity, ethics, vocation, and avocation in the curricula and learning experiences. We will be increasingly **service centered**. The creation of a user-friendly environment with transparent and efficient services, systems, and technologies will give learners increased time to focus on the pursuit of knowledge as well as academic and social development. We aspire to be more fully engaged with the changing world and will broaden and strengthen connections to Pacific. We will advance **sustainability** through learning, practice, and collaboration with local communities by considering our environmental, social, and economic impact. Because practice invigorates learning, students will apply their knowledge through an enhanced and more diverse set of **experiential learning** opportunities. We will reinforce **learning as a lifelong process** and will augment professional learning opportunities and nurture partnerships with alumni. We will pursue **diversity** to transform and enliven our community, curricula, programs, and policies. We aspire to prepare leaders who understand, affirm, and utilize their **global orientation** to fulfill our obligation to intercultural understanding in our interdependent world.

Commitments and Strategic Directions

We live our mission and values. We are dedicated to realizing our aspirations. A vision of innovation, of collaboration, and of making the most of the distinctive richness of our many disciplines brought alive in smaller, more personal learning communities emerges from our aspirations and commitments. The following six COMMITMENTS guide our planning, decisions, and resource allocation and will earn us a national and global reputation. Each Commitment includes a narrative that elaborates the context in which Pacific exists as well as twenty STRATEGIC DIRECTIONS that further give clarity to Pacific's pursuits through 2015. Throughout the plan, fifty-nine specific GOALS are identified across the Strategic Directions. These represent selected tactics and actions to be achieved in the short term. In the end, the goals will be dynamic and updated frequently through integrated strategic and unit planning.

PACIFIC IS COMMITTED TO INNOVATION AND CREATIVITY ACROSS THE UNIVERSITY.

Pacific has a rich tradition of innovation. Today, in a world compressed by communications, mobility, interdependence, and an unprecedented pace of change, Pacific must be even more creative, adaptable, and innovative. Major universities must be responsive to the global environment especially in academic programs. Systematic investment in innovation is required to maintain our competitiveness over time because innovation requires dynamic adaptability to change. Graduates will become more effective professionals and leaders through an innovative university culture.

1. Expand innovation in academic programs.

- Maintain an ongoing innovation planning process.
- Support and fund innovation in pedagogy, research, and the creation of knowledge.
- Create at least three new education and service delivery models by 2012.

2. Enhance university administrative programs and services through innovation and creativity.

- Target fundraising efforts to support innovation initiatives.
- Increase opportunities, incentives, programs, and rewards for faculty and staff to innovate.
- Encourage units to focus on improvement through innovative and creative means and enable them to revise or phase-out less current, low-demand services and programs through program review.

PACIFIC IS COMMITTED TO DISTINCTIVE PROGRAMS RECOGNIZED FOR THEIR QUALITY, UNCOMMONNESS, AND SUSTAINABILITY.

In recent years, Pacific has emphasized the value of distinctive programs as a means of differentiating from competitor institutions. Pacific has many distinctive features that demonstrate excellence with uncommonness, but most institutions now lay claim to the label. New combinations are needed. Pacific's best opportunities for distinctiveness may lie in the combination of innovation and collaboration in the context of traditional strengths. Talented students are drawn to programs that set Pacific apart.

3. Strengthen current and develop new academic programs of distinction.

- Invest in existing undergraduate and graduate programs of distinction—at least one in each school and the library and three in the college.
- Assure distinctive national stature for the first-professional schools of Dentistry, Law, and Pharmacy.
- Identify at least seven new academic programs as hallmarks of distinction.

4. Advance faculty teaching, scholarship and research.

- Expand and enrich faculty development programs for master teaching, scholarship and research, and leadership.
- Increase internal and external resources for faculty scholarship and research by 25% by 2010.

5. Pursue university-wide marks of distinction.

- Ensure the implementation of a comprehensive leadership model, competency-based experiential learning for all students, and international programs and intercultural competence in each academic unit.
- Advance student achievement recognized by national awards and honors for individual students and student organizations.

PACIFIC IS COMMITTED TO COLLABORATIVE, MULTIDISCIPLINARY PROGRAMS THAT INTEGRATE LIBERAL ARTS AND PROFESSIONAL EDUCATION.

Traditional disciplines are increasingly extended across most fields of study and professional programs, which requires Pacific to foster joint programs that exploit our advantage of nine schools—far more than most universities of modest size. Global trends in commerce, service, and the creation of knowledge demonstrate that innovation typically occurs at the intersections of disciplines and fields. Students respond: significant growth is occurring in new blended programs like bioengineering. Each of the initial academic innovation initiatives involves several schools or programs.

6. Advance integrated, multidisciplinary experiences for undergraduates.

- Implement a comprehensive first-year experience for freshmen.
- Strengthen pre-law and implement at least two new accelerated programs.
- Leverage three-campus, three-city opportunities for undergraduate students.

7. Strengthen the liberal arts and sciences core.

- Attain and be recognized for a national model of General Education.
- Improve student writing in all undergraduate programs.
- Better integrate the liberal arts and sciences with professional education through ethics and learning portfolios.

8. Leverage collaboration for innovative learning experiences.

- Expand three-campus student learning experiences for graduate and professional students that involve all schools and establish at least 5 highly customized graduate/professional programs across the region.
- Support collaborative faculty scholarship, research, and creative activity.

PACIFIC IS COMMITTED TO PREPARING THE WHOLE STUDENT, ESPECIALLY FOR RESPONSIBLE PROFESSIONAL AND CIVIC LEADERSHIP IN A GLOBAL CONTEXT.

Professions increasingly require what few comprehensive universities can provide: Pacific's emphasis on whole person development that is learner centered, nurtured by campus community life, practice based, and provides for ethical leadership development combining liberal and professional studies. Professions, impacted by global change, require graduates with broad learning amid diverse environments that build cross-cultural competence.

9. Make experiential learning a hallmark.

- Achieve 100% participation in structured experiential learning.
- Advance undergraduate research as a hallmark.
- Implement three new programs to strengthen the undergraduate residential learning community.
- Increase participation in international experiential learning in all schools by at least 25% and increase undergraduate study abroad participation from 130 to 250.

10. Create distinctive citizen-leader development programs.

- Achieve national recognition for citizen leadership programs that promote service learning and volunteerism.
- Build a framework for leadership based on emotional-social intelligence (ESI).
- Ensure that students understand the value of life-long learning and lasting relationships with the University.

11. Cultivate diversity, intercultural competence, and global responsibility.

- Ensure student competencies through interactions among diverse peoples, cultures and content and by making diversity an integral part of curricula and student life.
- Create a nationally and internationally diverse student body; increase out-of-state enrollment from 12% to 18% and international enrollment from 150 to 300.
- Vigorously maintain the "Diversity Hiring Plan for Faculty", adding staff and retention components, and increase faculty ethnic diversity from 20% to 25% and staff ethnic diversity from ___% to ___%.

- Increase training on diversity and intercultural competencies in the workplace.

12. Strengthen wellness, recreation, and athletic programs.

- Increase participation in intramural, recreation, and active club programs from 50% to 75%.
- Be among the top ten NCAA Division I-AAA programs.

PACIFIC IS COMMITTED TO STRATEGICALLY EXPANDING AND IMPROVING PARTNERSHIPS AMONG ITS ALUMNI AND IN LOCAL, REGIONAL, NATIONAL, AND GLOBAL COMMUNITIES.

Alumni are Pacific's strongest ally for student recruitment, for opening new learning opportunities for students, and for strong placement of graduates. Great universities are also great neighbors; community partnerships create the opportunities for students as alumni do. In addition, Pacific's rising prominence requires that we provide leadership to address regional needs. In a global context, Pacific will link local-regional partnerships with national-international partners. The University must market itself broadly with specific focus on institutional strengths and distinctiveness.

13. Increase support to the region and connect our strongest initiatives with national and global partnerships.

- Pursue six priorities: economic and social development/entrepreneurship (ex: business incubator), health care (ex: clinics and advocacy), science applications (ex: Natural Resource Institute), K-20 education (ex: minority pipeline programs), professional leadership (ex: civic leadership), and cultural enrichment (ex: public artist-lecture series).
- Develop at least five partnerships in the Pacific Rim and the Americas.

14. Collaborate with alumni, parents, and friends to connect them to students and programs.

- Foster alumni leadership in at least eight new national regions and establish five new web-based alumni and parent programs.
- Double efforts to engage alumni more deeply in student recruitment, internships, and placement.

15. Invest in marketing initiatives that build partnerships and elevate institutional visibility.

- Build institutional marketing capacities by doubling activities, resources, and investments.
- Expand relationships with media outlets by increasing the number of outlets and placed stories by __%.
- Achieve national visibility measured by selectivity, geographic diversity, and alumni response.

PACIFIC IS COMMITTED TO RESOURCE GROWTH AND MANAGEMENT TO SUPPORT ONGOING IMPROVEMENTS IN THE QUALITY OF EDUCATION AND SERVICE.

Pacific's higher education environment will intensify in the years ahead as the trajectory of numbers of college-bound high school graduates plateaus, as competitor universities threaten our market share, and as for-profit entities provide more attractive options. Keys to our continued success include

balanced enrollment with modest growth based on competitive tuition levels through attractive programs (some non-degree), strengthened marketing, increased attention to service, increased alumni engagement, improved fundraising success, and continued investment growth.

16. Manage enrollment to improve student quality, selection, and resources.

- Implement a broader undergraduate student selection process for Fall 2008.
- Improve the freshman selectivity rate to 50% or less by 2010.
- Maintain access for economically disadvantaged students measured by need-based financial aid.
- Ensure stable enrollments and high selectivity in the first-professional schools while increasing undergraduate enrollment from 3500 to between 3750-3950 and graduate enrollment from 600 to between 800-950.

17. Recruit, hire, develop, and retain excellent faculty and staff.

- Ensure competitive salaries and benefits for faculty and staff and reward them for innovation, leadership, and service.
- Make Pacific a more attractive place to work by expanding training, professional development, and wellness services for all faculty and staff.

18. Improve and center services on students, faculty, staff, and external clients.

- Ensure that administrative systems are adequately funded and designed to fully support innovation, cross-divisional coordination, and customer-centric service.
- Enhance technical systems and business processes to better serve University priorities.
- Ensure that unit level and University planning are directly linked through ongoing unit planning and a revised program review process.

19. Build financial capacity through fundraising, investment and budget management, and appropriate tuition-setting.

- Restructure the Annual Fund and conduct an aggressive fundraising campaign emphasizing endowment growth.
- Secure endowments for distinctive programs and faculty positions and implement a gift support model for distinctive programs.
- Increase undergraduate alumni giving from 13% to 20-25% annually, increase professional school alumni giving to targeted levels, and improve accountability to donors.
- Achieve a bond rating of 1A.
- Ensure effective budget management through controls and support tools.
- Set appropriate tuition and increase donor funded financial aid from _____% to _____%.

20. Optimize master planning to develop facilities that enhance student learning, support institutional priorities, and enhance campus beauty.

- Complete existing projects and reduce deferred maintenance while planning for new facilities.
- Build new Stockton Campus residential halls for at least 750-1200 students.
- Expand interactive learning and communication technologies to better link the three campuses and remote learning sites.

Integrated and Dynamic Planning

This plan must be dynamic to be sustained through 2015. While the Commitments should be relatively stable through the planning period with minimal change, the Strategic Direction statements should be periodically reviewed by the Institutional Priorities Committee with recommendations for revisions forwarded to the President. The Goals should show a high degree of change as achievements occur and as the institution responds to a changing environment. As a mark of highly integrated planning, the goals should find their source in the plans of the units and divisions of the University. Initially, the units should begin to amend their strategic and tactical plans as they find ways to accomplish the goals of this plan. Then, through annual planning, assessment, and program review, the units will note accomplishments and propose new University Goals.